



# Cabinet

13 July 2022

Report of: Councillor Joe Orson - Leader of the Council

## Corporate Performance and Progress Report for Quarter 4 2021-22

<b>Corporate Priority:</b>	All Corporate Priorities
<b>Relevant Ward Member(s):</b>	All
<b>Date of consultation with Ward Member(s):</b>	N/A
<b>Exempt Information:</b>	No
<b>Key Decision</b>	No
<b>Subject to call in</b>	No Not key decision

### 1 Summary

- 1.1 This report provides an update to Cabinet on progress on delivering the aspirations set out in the Council's Corporate Strategy 2020-2024. It includes a commentary on each of the Council's Corporate Priorities and is supported by the Council's Corporate Performance Measures which are appended to the report. The report provides details relating to the fourth quarter outturn of the financial year 2021-22.

### 2 Recommendation

**That Cabinet:**

- 2.1 **Note the contents of the report and provide any observations or actions to the relevant officers accordingly.**

### 3 Reason for Recommendations

- 3.1 Having established a new Corporate Strategy in September 2020, is it important the Council regularly receives and considers performance information to evaluate progress. The Council's Corporate Performance Measures are used to focus on key priority services and projects and seek to help inform the Cabinet, Members and Officers with regard to the

formation of policy and oversight of delivery. This report will be provided to Cabinet twice a year and will also be provided to the Scrutiny Committee to enable them to consider appropriate areas for their Workplan.

## **4 Background**

- 4.1 In September 2020, the Council approved a new Corporate Strategy 2020-24. The Strategy has six priority themes and a range of objectives which seek to respond to local needs and issues, corporate aspirations and the impacts arising from Covid. To enable progress to be effectively monitored, a refreshed basket of corporate performance measures was established. The purpose of the corporate measures is to ensure that Cabinet and senior managers have effective oversight of key corporate activity, service performance and progress against the Council's aspirations. The corporate measures are supported by a range of service measures overseen by operational managers.
- 4.2 At its meeting on 23 September 2021 the Council approved a Performance & Risk Management Framework which sets out the Council's approach to managing performance and risk as it seeks to ensure delivery of its Corporate Strategy priorities, as well as ensuring effective service performance and organisational governance. The document sets out an annual calendar which demonstrates how performance and risk management will be more closely aligned and help inform the development of policies and the council's budget. This report is in line with this framework and calendar.

## **5 Main Considerations**

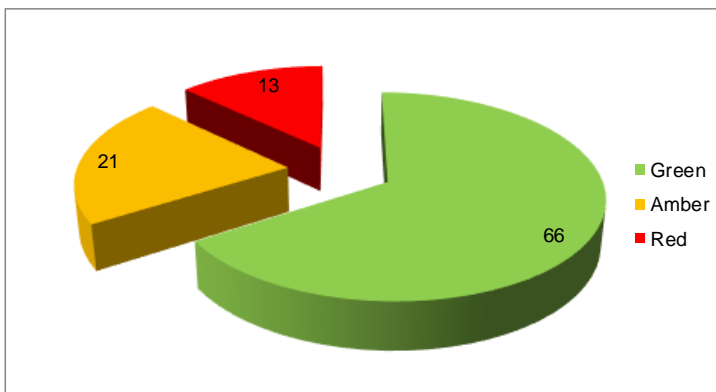
- 5.1 Within each section below a summary of progress against each of the six Corporate Priorities is provided. The summaries provide an update on progress towards delivering key objectives and projects as set out within the Strategy. They also highlight key areas of achievement, as well as performance or delivery challenges and risks. Where issues are highlighted, actions to address and improve are also set out.
- 5.2 The Corporate Performance Measures Dashboard, used to support the monitoring and oversight of delivery are contained at Appendix 1. Where applicable, and to enable trends to be analysed, the Dashboard provides a rolling two years' worth of data (8 quarters) on the key performance measures against each priority. Where available, benchmarking and comparator data is also provided. More detailed progress updates on key corporate projects are also included.
- 5.3 **Overall position**
- 5.3.1 **Corporate performance**
- 5.3.2 The report below shows a summary position of the Council's performance on its progress against delivering the aspirations set out in the Council's Corporate Strategy 2020-2024. This shows the overall performance against these measures and against each of the 6 Corporate Priorities. This is a snapshot relating to the position as at the end of quarter 4 (31<sup>st</sup> March 2022) of the financial year 2021-22.
- 5.3.3 The Red, Amber, Green (RAG) assessments used in this report are based on this quarter 4 outturn information or have been projected against the latest reported performance where no quarter 4 performance is available.

5.3.4 The overall position shows impressive performance with 66% (35) of 53 measures being on track against target with 35% (18) not hitting target.

5.3.5

**Corporate Measures set**

Live measures	%	
Total	100	53
Green	66	35
Amber	21	11
Red	13	7



**5.4 Summary of Progress against each Corporate Priority**

**5.4.1 Helping People - Priority 1: Excellent services positively impacting on our communities**

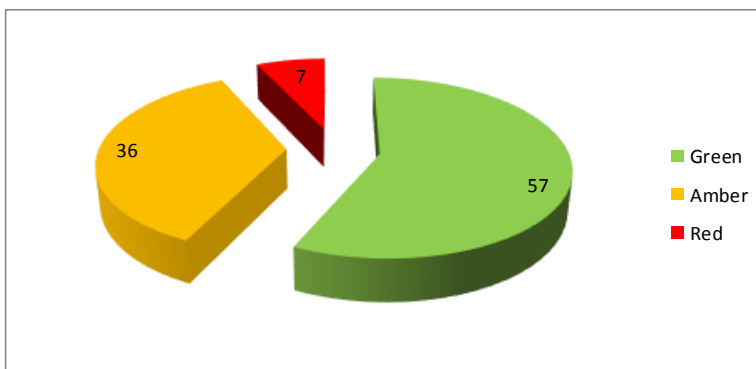
5.4.2 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

- Fundamentally redesign customer facing processes.
- Improve website and customer access.
- Implement a new self-service platform.
- Establish integrated community-based teams in our Priority Neighbourhoods.
- Create council-wide integrated supporting people offer.
- Maintain commitment to veterans and Armed Forces Covenant.

5.4.3

**Priority 1 - Excellent services positively impacting on our communities**

Live measure	%	
Total	100	14
Green	57	8
Amber	36	5
Red	7	1



**5.4.4 Case study on a high performing area**

*Performance indicator – % of customer demand accessed through digital channels*

We observed that the percentage of overall customer demand that is coming through customer services IT platform known as IEG4 increased to 30% for the month of March from the previous average monthly demand of 24% (this is based on the previous 6 months of data). The rise has been due to Council Tax annual billing with an increase in the number of Direct Debit forms being completed online as this is up by 266 forms from an average of 42 per month.

#### 5.4.5 **Areas for improvement**

##### *Housing Options – Homelessness and Temporary Accommodation*

Significant changes have been made to support the Housing Options Team with the launch of the new Housing Register System, new allocations policy and homelessness IT system. This has been a significant programme of work and will enable the team to focus its efforts on homeless prevention case work and a proactive, person focussed service. Whilst there have been fewer cases of homelessness prevented this quarter it is important to note that the service is demand led, and to consider this indicator in the context of the wider housing options and homelessness service where we can see much improved performance in terms of temporary accommodation usage and length of stay.

An increased focus on homelessness prevention cannot be done without increasing our work with partners and responding to the things that are likely to impact on the stability of customers housing situations such as the Cost-of-Living Crisis. To ensure an effective service, a duty rota is currently being introduced to ensure that a housing options and homelessness officer is available each day for customers who need advice and support.

Whilst ongoing changes and improvements are being made within the Housing Options Service, there are still some excellent outcomes being achieved for households in need. This includes an excellent example of collaboration, partnership working, trust, relationships, creativity and genuine customer focus to support an individual to access accommodation after experiencing rough sleeping for more than 20 years. Collaboration efforts included teams from the council's case management team, housing options team, tenancy services team and The Storehouse, and through ongoing engagement and relationships every effort will be made to enable tenancy sustainment.

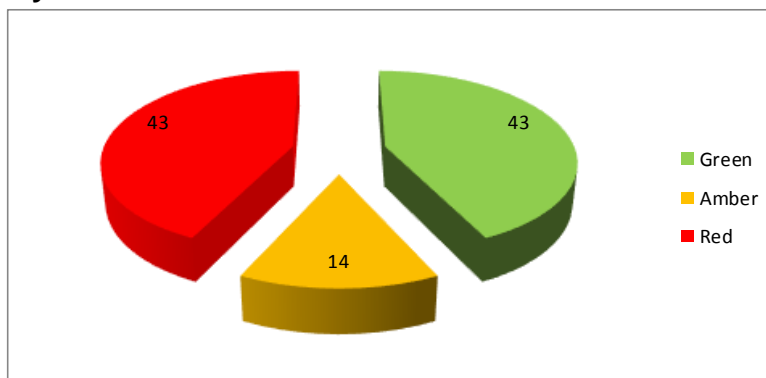
#### 5.5 **Helping People - Priority 2: Providing high quality council homes and landlord services**

5.5.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

- Deliver better and temporary accommodation for those who need it.
- Engage with tenants to ensure our services meet their needs.
- Improve the quality and value-for-money of our repairs and maintenance services.
- Ensure our properties meet the Decent Homes Standard.
- Provide new high quality council homes.

## Priority 2 - Providing high quality council homes and landlord services

Live measure	%	
Total	100	7
Green	43	3
Amber	14	1
Red	43	3



### 5.5.2 Case study on a high performing area

*Performance indicator - % of stock with a current valid gas safety check*

Achieving 100% gas safety compliance is positive and demonstrates the council's ongoing commitment to provide safe homes for tenants. The housing team have continued to work closely, specifically the Compliance Officer and Tenancy Services, to ensure that appointments are kept for gas servicing appointments and where access to properties cannot be gained, taking steps to manage this proactively. The team have worked hard to maintain the high percentage of compliance across the stock and the tracking system in place to ensure gas safety checks are completed in a timely way is working well.

### 5.5.3 Areas for improvement

*Performance indicator - Average void time (Excluding Development Voids) in days [monthly averages expressed as quarterly averages]*

Average void time had lengthened in Q4 to 88.78 days. Q4 saw the return of several voids that were difficult to let and so had long 'non-repairs' time (Granby House). We also changed our performance calculations to align with the LAHS Return which changes what we can exclude from re-let time. The changes mean that there are less reasons for exclusions, however, the exclusion periods are longer. As a result, the impact on the average figures has been minimal. We have not updated the last three quarters figures. LAHS allows for local, regional, and national benchmarking against other Local Authorities, and this can be included in future reports.

5.6 Improving void performance is an area of focus for the team. More detailed monthly void reports are produced and provided to all members and a number of changes and improvement are in progress. These include:

- Our repairs and maintenance contractor has started to take void properties on again. We are currently monitoring their performance and quality with a view to increasing the number of properties that they complete for us. The aim is to get the majority of the void work over to the Axis contract by August 2022, subject to their satisfactory performance.
- A lot of effort is being made to address and let long term voids, with successes including seeing more referrals for Gretton Court through collaboration with LCC
- Some properties have been vacant due to issues in getting gas meters into void properties. We are now trialling options to install alternative heating / letting properties without meters

- Responsibility for decision on allocation will move from the housing options team to the tenancy services team from July 2022
- Progress has been made further to conclusion of legal and insurance matters to repair two fire damaged properties
- Relevant teams continue to meet weekly to ensure all options to progress repairs, voids and lettings are being actioned. A voids module within the Northgate IT system has been implemented.

## 5.7 Shaping Places - Priority 3: Delivering sustainable and inclusive growth in Melton

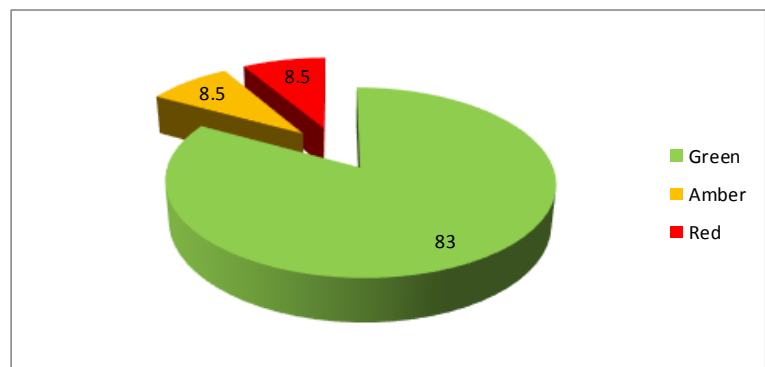
5.7.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

- Launch the Discover Melton brand, website and supporting events programme.
- Develop a package of support to hospitality/farming sector to mitigate impact of COVID-19.
- Facilitate access to business support to mitigate negative economic impact of COVID-19.
- Respond to COVID-19 impacts and implement increase vitality, vibrancy, footfall and spend in town centre.
- Secure investment and deliver the Food Enterprise Centre and Manufacturing Zone sites.
- Use the council's resources and powers to reduce homelessness and increase affordable home ownership.
- Confirm plans, secure funding, and develop our assets to generate income and provide housing and jobs.
- Develop proposals for the best use of the Melton Sports Village and future leisure provision in the borough.
- Work with partners to support the delivery of the new road and wider Melton Mowbray transport strategy.
- Campaign for a second GP surgery.

5.7.2

### Priority 3 - Delivering sustainable and inclusive growth in Melton

Live measure	%	
Total	100	12
Green	83	10
Amber	8.5	1
Red	8.5	1



### 5.7.3 **Case study on a high performing area**

*Performance indicator - Corporate Assets - Level of compliance to health and safety regulations (%)*

The Corporate Assets team has now scored 100% for 4 quarters with this indicator. The team continues seeking advice from the Health and Safety Officer to ensure that we are compliant across all our sites.

### 5.7.4 **Case study on areas for improvement**

*Performance indicator - % applications that are invalid*

On average 7% of applications are invalid this quarter, which is up from the last quarter, however this remains low in that it equates to 19 out of 278 applications being made invalid.

### 5.7.5 **Increase housing supply and increase affordable homes ownership:**

Delivery of homes and affordable homes in the borough has significantly increased following the adoption of the Local Plan in 2018. This means that the Council has been able to demonstrate the housing supply for over 11 years. This is important consideration while commencing the review of the Local Plan as approved by the Council in April 2022.

### 5.7.6 **Work with our partners to support the delivery of Melton Mowbray Distributor Road (MMDR) and Melton Mowbray Transport Strategy:**

North Sustainable Neighbourhood Masterplan was approved by Cabinet in October 2021. South Sustainable Neighbourhood Masterplan was approved in December 2021. A Housing Infrastructure Funding bid was accepted by the County Council following a risk sharing agreement was signed by the Borough and County Council. Site investigation works have started on site for the delivery of North-East MMDR which is being overseen by Leicestershire County Council.

Leicestershire County Council has commenced work on preparing the Melton Mowbray Transport Strategy. A public consultation exercise was undertaken in 2021. The comments received have been accommodated in the next phase of works.

### 5.7.7 **Launch new Discover Melton brand, website and supporting events and prepare a tourism sector support package:**

The Discover Melton website was launched in August 2020. Social media handles and domain names have been secured and are being operated to promote events and attractions in Melton. A brochure for Heritage Trail is created for both online as well as printed version. It is acknowledged that further promotion of the website needs to be undertaken jointly with partners and businesses involved.

### 5.7.8 **Develop a package for support to rural pubs and farming sector:**

ARG funding utilised to support farming and rural businesses within the borough. Applications were open between August and December 2021. During this time £35k was spent on supporting projects that enabled diversification in rural businesses post pandemic. Only applications that meet the relevant criteria as set out in the policy documentation were funded and this led to an underspend of £65k against the budget. Due to less applications for this element of the council's grant funded scheme the unused ARG funding was utilised for Covid – 19 revenue grants to ensure all grant funding was appropriately utilised on eligible spend.

### 5.7.9 **Regenerate our town centre, encourage inward investment and create jobs:**

A town Centre Vision and associated Action Plan is prepared by working jointly with Melton Place Board partners. This has been prepared followed by extensive consultation with stakeholders and residents. A Levelling Up Fund Round 2 bid is being prepared jointly with Rutland County Council for submission to the Government to fund key projects identified in the Vision. The UKSPF investment plan is being prepared which identifies a few initiatives from the Vision to be funded in order to deliver the key priorities for the town centre.

#### **5.7.10 Secure investment and deliver the Food Enterprise Centre:**

Funding is received from the Leicester and Leicestershire Economic Partnership (LLEP) and is used to provide technical business support service to food production businesses in Melton area. The Stockyard branding is launched for development of the Southern site of the livestock market by working collaboratively with the market operator and occupying businesses. A detailed masterplan is prepared funded by LLEP money to further develop food production units on this site. This project is part of the Levelling Up Fund Round 2 bid.

#### **5.7.11 Confirm plans, secure funding and develop our assets:**

The Council has approved the ambitious Asset Development Programme to be delivered through the funding received from LLEP. Progress is being made on exploring development options for identified assets with a view to prepare a business case to be discussed with members later in the year. This programme is anticipated to support effective delivery of services from appropriate locations, increase commercial income and capital receipts, and facilitate regeneration and economic growth.

#### **5.7.12 Develop proposals for Melton Sports Village and future leisure provision:**

Work is underway to prepare costed design options to inform the business case for investment in enhancement of leisure provision in Melton. The Council is working with CCG and health operators to explore options for joint development to include a second GP surgery as well as wider health and well-being benefits. A masterplan for Country park is being prepared to explore opportunities for outdoor leisure provision.

### **5.8 Shaping Places - Priority 4: Protect our climate and enhance our rural natural environment.**

#### **5.8.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:**

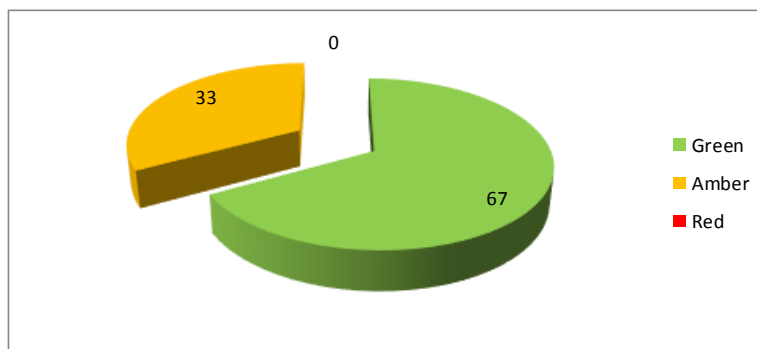
- Reduce emissions across all council activities.
- Promote and encourage more walking and cycling opportunities.
- Use education and enforcement to tackle issues which blight our communities.
- Respond to Planning White Paper and improve processes and customer experience in planning services.

#### **5.8.2**



## Priority 4 - Protect our climate and enhance our natural environment

Live measure	%	
Total	100	6
Green	67	4
Amber	33	2
Red	0	0



### 5.8.3 Case study on a high performing area

*Performance Indicators - % waste recycled/composted [rolling average of 4 quarters] and kg of residual waste per household - quarterly [rolling average of 4 quarters]*

As at the end of quarter 3, the % of waste recycled/composted had increased to 43.78% the highest figure reported so far this year. Similarly, the kg of residual waste per household at the end of quarter 3 had dropped to 132.45 kg the lowest figure reported so far this year.

### 5.8.4 Areas for improvement

There were no real areas of poor performance for Priority 4.

### 5.8.5 Invest in Planning Services and deliver improvements:

An audit has been undertaken by the internal audit team to monitor progress on all recommendations made by the Planning Service Review in 2019. It was acknowledged that over 90% of the 10 recommendations have been completed. The completed actions include review and amendments to the operation of planning committee, review of the end to end process for determination of planning applications, design of a new system and implementation of it to achieve approximately 30% efficiency levels, review and changes to job descriptions for the development management team to include career grading, fully recruited planning team with all permanent staff in place, changes to the contents and presentation of reports for planning committee, training for the team for presentation at the committee and improved communication with applicants and agents throughout the application process.

5.8.6 A performance framework is being prepared for monitoring the efficiency and qualitative performance measures to provide a more comprehensive picture of performance and outcomes, particularly in respect of customer engagement and satisfaction levels. The Council approved creating a new post of Planning Enforcement Officer in April 2022. This will enhance the capacity within the development management team to undertake proactive enforcement actions and monitor the implementation of planning conditions. The review of Melton Local Plan is commenced following the Council approval in April 2022. The recruitment of the Assistant Director for Planning has started with a view to have the newly appointed Assistant Director in place by Summer 2022.

### 5.8.7 Supplementary Planning Documents (SPD):

Housing Mix and Affordable Housing SPD was adopted by the Council in July 2019. The Open Space Strategy and Action Plan was approved in November 2020. The Developer Contributions SPD was approved and adopted by the Council in September 2021. Design of Developments SPD was approved and adopted by the Council in October 2021. The

Housing Strategy 2021-26 was approved in November 2021. Work to prepare a Playing Pitches Strategy is underway which is linked with the Indoor Facilities Strategy.

#### 5.8.8 **Neighbourhood Plans:**

Plans that have been made in the last three years.

'MADE PLANS' (i.e. completed in last 3 years)

Ab Kettleby – Made 12th November 2019

Bottesford – Made 14th October 2021

Gaddesby – Made 23rd June 2021

Hoby with Rotherby - Made 23rd June 2021

Scalford – Made 23rd June 2021

Somerby – Made 23rd June 2021

PIPELINE – subject to successful referendum and it being accepted / 'made'

Burton & Dalby – Reg 16 completed (i.e. step 6/10)

Stathern – Referendum due 9th June 2022 (i.e. step 9/10)

Asfordby – Reg 14 completed (i.e. step 4/10)

A full list and up to date status is here: <https://www.meltonplan.co.uk/neighbourhood-plans>

#### 5.8.9 **Encourage Council operations are carbon neutral by 2030 and promote sustainability:**

The Council has produced a baseline study outlining the scope 1, 2 and 3 level carbon emissions through our service delivery. This work is due to be discussed with the Climate Emergency Working Group in July 2022 with a view to seek steer for preparing an action plan to achieve the target set out by the Council. In parallel, from February 2022 to April 2022, we undertook our first Climate Change Consultation aimed at seeking the views of local communities on a broad range of climate change issues, seeking to understand how we can build relationships and engage well with local residents, businesses and community groups. The results of the engagement exercise and baseline study will inform the formation of the Climate Change Strategy for Melton.

The work to install external wall insulation in 19 properties and solar PV in 49 homes is underway for council homes using the LAD 1B grant funding. Work is also underway to install solar panels systems in 25 private sector homes with low household income. This will be completed by August 2022.

#### 5.9 **Great council - Priority 5: Ensuring the right conditions to support delivery**

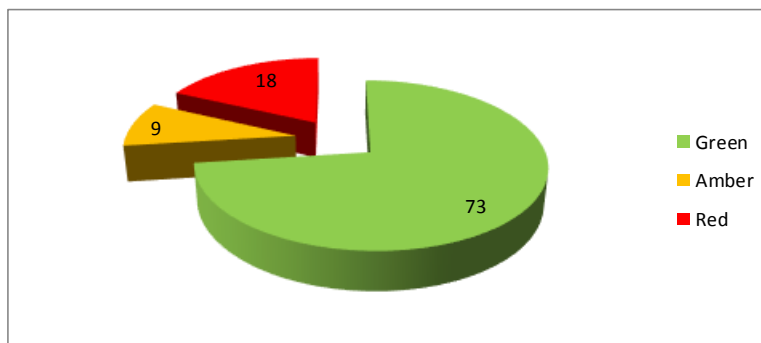
##### 5.9.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

- Redefine how we work – more agile, more flexible, and more responsive.
- Develop the Procurement Unit as a commercial proposition.
- Mitigate the financial impact on the council of the COVID-19 crisis and recovery, to ensure the council is financially sustainable.
- Invest in a new finance system.

## 5.9.2

### Priority 5 - Ensuring the right conditions to support delivery

Live measure	%	
Total	100	11
Green	73	8
Amber	9	1
Red	18	2



## 5.9.3 Case study on a high performing area

*Performance indicator - % increase in followers on Facebook and Twitter compared to previous quarter*

This indicator has increased by 8.28% in Q4. Our Instagram account is still growing in numbers providing a good increase to our followers. Many recent posts have been community focused, dealing with issues important to our residents, meaning more residents are choosing to follow us. Facebook also underwent a change from "page likes" to "followers" which has helped rapidly increase our Facebook followers this past quarter.

## 5.9.4 Areas for improvement

*Performance indicator - Staff absence – days sickness per employee (cumulative)*

Sickness absence has continued at a higher level to previous 2 years. An ongoing pattern of more long-term sickness absence than short term absences accounting for around 70% of all absences in the year. 70% of all absence is from 9% of the workforce. 55% of the workforce had not had a day off with a sickness related absence in the year. There are no identifiable patterns or trends with long term sickness. Reasons range from back/neck fractures and issues to cancer and digestive matters. 3 cases of COVID-19 resulted in absences over 20 days. COVID-19 was the reason for a total of 15% of all absences. Mental Health was the reason for 4 cases of long-term sickness absence (101 days) and 4 cases of short-term absence (19 days) resulting in 120 days in total (10% of all sickness absence). Lots of work is taking place to promote mental wellbeing including the training of more Mental Health First Aiders. HR are doing more to promote the benefit of early intervention when it looks like people may be off with ill health including referrals to Occupations Health for advice and support.

## 5.10 Great Council - Priority 6: Connected with and led by our Community

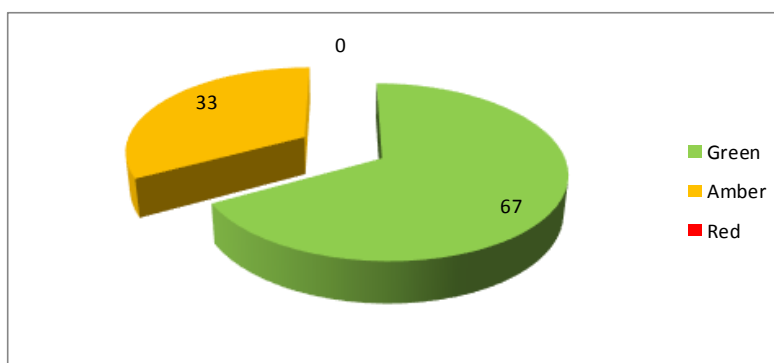
5.10.1 In the Corporate Strategy 2020-24 we set out what we will do under this priority:

- Make council meetings and the leadership of the council more digitally accessible.
- Harness community spirit and establish a new “deal” between the council and the communities we serve.
- Strengthen relationships and work more closely with our Parish Councils.
- Maximise the impacts of our community grants.

## 5.10.2

## Priority 6 - Connected with and led by our community

Live measure	%	
Total	100	3
Green	67	2
Amber	33	1
Red	0	0



### 5.10.3 Case study on a high performing area

*Performance indicator - % Agendas and reports to be published 5 working days before the meeting [monthly figures averaged for the quarter]*

In Quarter 4, all 16 statutory meetings were held, all agendas were published in accordance with statutory requirements. This has enabled the Council to maintain transparency and accountability in providing timely access for members of the public to be able to access agendas and view/participate in the business and key decision-making processes.

### 5.10.4 Areas for improvement

There were no main areas of poor performance for Priority 6.

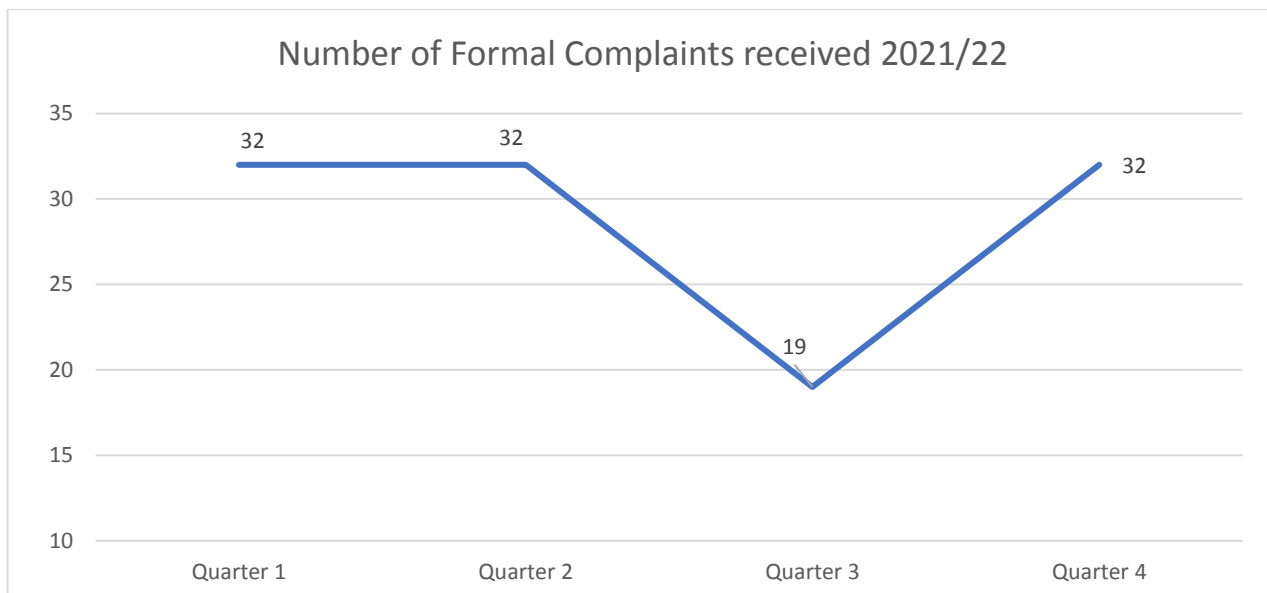
### 5.11 Corporate Complaints

5.12 The Council recognises that complaints are a valuable opportunity to gain feedback, learn and improve services. The Council wants to provide a positive response to complaints and encourages feedback so that positive action can be taken.

5.13 The Corporate Complaints process comprises a two-stage internal process comprising stage one complaints which are dealt with by Service Managers and stage two complaints where the stage one response is reviewed by a Director. Where a complainant remains dissatisfied with the Council's response after this process, they can refer the matter for independent review by the Local Government and Social Care Ombudsman or Housing Ombudsman.

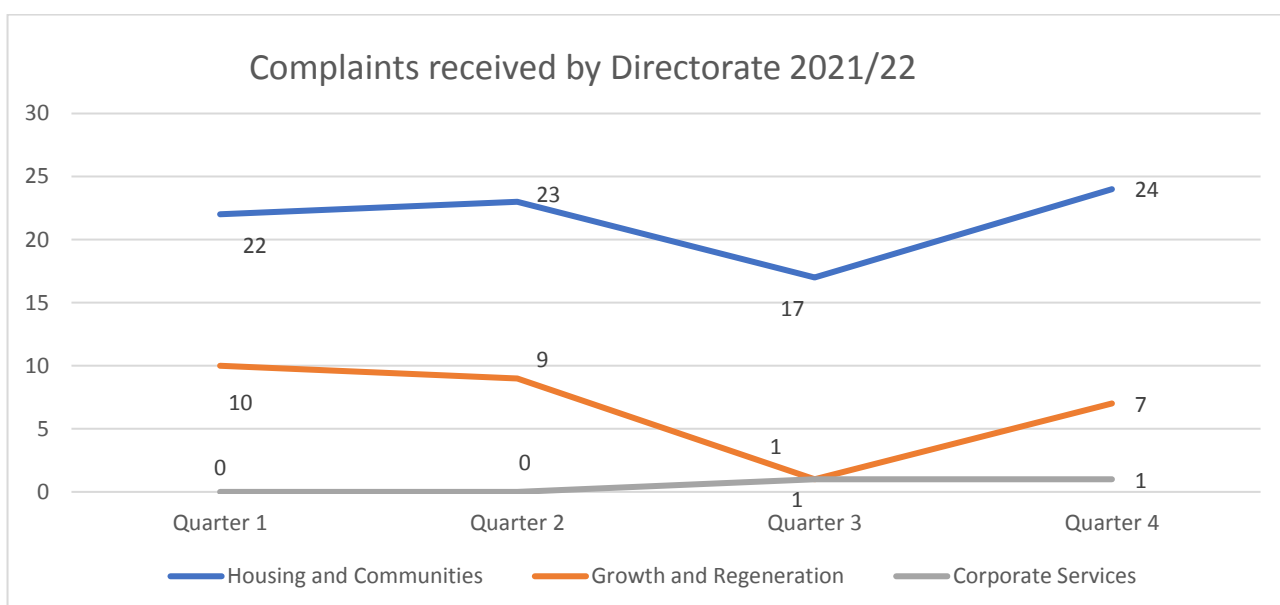
5.14 Whilst there is a process in place to record and respond appropriately to complaints, there has been a gap in being able to analyse complaints to generate insights, understand trends and embed learning. This will be addressed through some operational changes over the coming months to enable more analysis and learning across the organisation.

5.15 In 2021/22, the Council received 115 formal complaints from customers. The number of formal complaints in Quarter 4 rose to 32, returning to the level seen in Quarter 2.



## 5.16 Complaints by Directorate

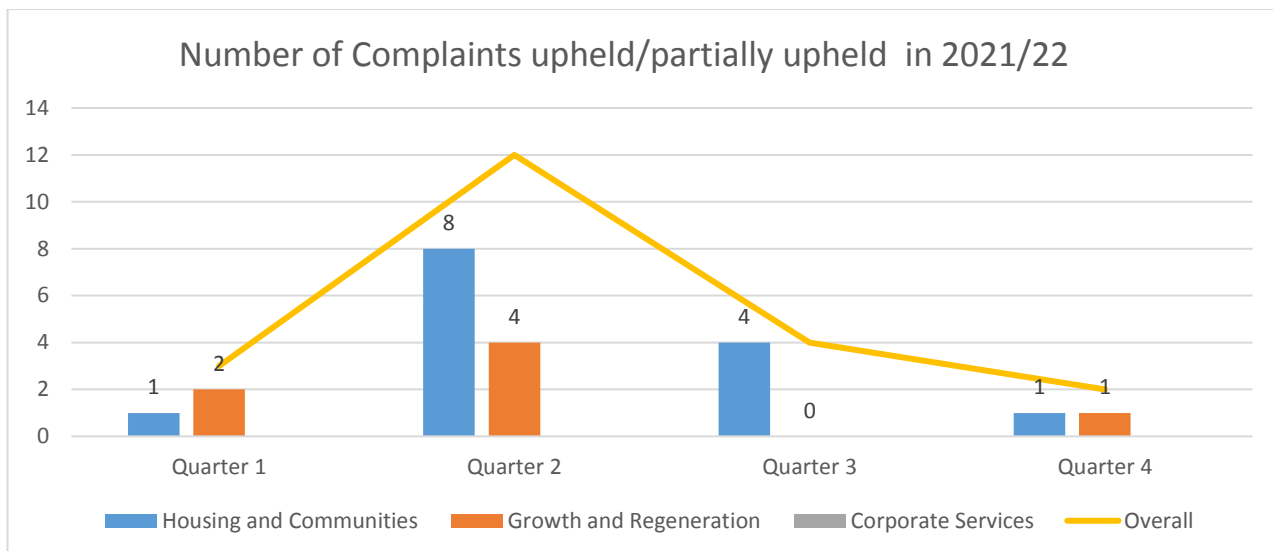
5.16.1 Of the 115 formal complaints received from customers, the vast majority relate to the more customer facing departments of Housing and Communities and Growth and Regeneration. Given the outward facing nature of these directorates this is not unexpected. The breakdown of these complaints by Directorate is shown below.



## 5.17 Complaints upheld or partially upheld

5.17.1 Of the 115 complaints received so far from customers, 21 of these have been upheld or partially upheld by the Council. The breakdown of these is shown below.

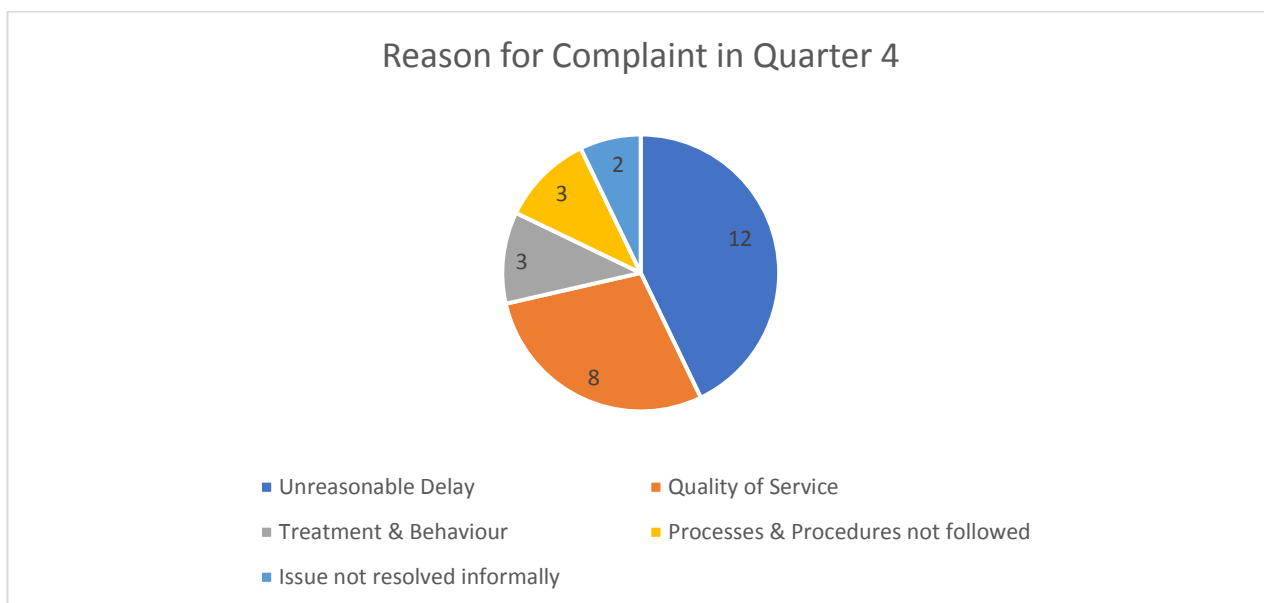
5.17.2



## 5.18 Why were these formal complaints made?

5.18.1 In terms of the 32 complaints received in Quarter 4, there are five main themes as to why our customers were not satisfied with the service we provided and felt the need to put a complaint in to the Council. These are shown below.

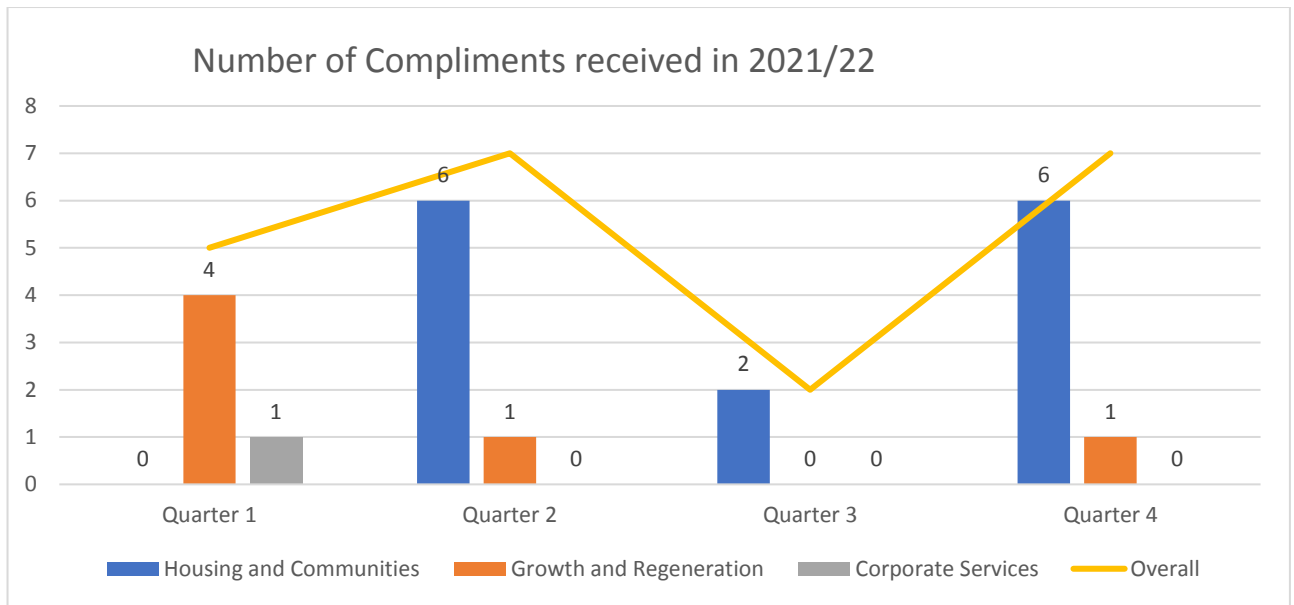
### 5.18.2



## 5.19 Exceptional service provided by employees

5.19.1 We also receive formal praise through compliments to recognise the splendid work our employees undertake in delivering quality services for our customers. We have received 21 compliments in 2021-22 which have been broken down by Directorate and are shown below.

### 5.19.2



## 5.20 Ombudsman Complaints

5.20.1 Since July 2021, 5 complaints have been determined by the LGSCO in respect of Melton Borough Council.

Planning & Development	Housing	Highways and Transport
4	1	0

5.20.2 Out of the 5 referrals made to the LGSCO in this period, decisions were made on 5:

- i) 0 complaints were not upheld;
- ii) 2 complaint was upheld;
- iii) 3 complaint was closed after initial enquiries;
- iv) 0 where advice was given;
- v) 0 was deemed incomplete or invalid;
- vi) 0 were referred back for local resolution;

## 6 Options Considered

6.1 No alternatives were considered as a decision is not required.

## 7 Consultation

7.1 The performance data contained in the report and the appendix are to inform the Cabinet. Individual performance items may be taken up by the Scrutiny Committee, as part of their enquiries into the effective operations of the Council.

## 8 Next Steps – Implementation and Communication

8.1 The current position regarding performance and delivery of the Corporate Priorities will be communicated to all members and will be placed on the Council's website.

## 9 Financial Implications

9.1 There are no specific financial implications in the report.

**Financial Implications reviewed by: Corporate Services Manager (deputy s151 officer)**

## 10 Legal and Governance Implications

10.1 There are no specific Legal and Governance implications in the report.

10.2 Regular reporting on an agreed performance dashboard is to be welcomed from a governance point of view, as it provides a transparent mechanism for reporting on performance.

**Legal Implications reviewed by: Monitoring Officer**

## 11 Equality and Safeguarding Implications

11.1 There are no specific Equality and Safeguarding implications in the report.

## 12 Community Safety Implications

12.1 There are no specific Community Safety implications in the report, however there are specific indicators reporting on Community Safety performance.

## 13 Environmental and Climate Change Implications

13.1 There are no specific Environmental and Climate Change implications in the report, however as part of priority 4 there are Environment and Climate Change targets monitored as part of the corporate performance measures.

## 14 Other Implications (where significant)

14.1 The performance shown against the performance measures in Appendix 1 is important performance feedback information for directorates and their services, which is intended to provide them with data to enable them to act towards the improvement of the operation of their services, or to provide confirmatory evidence of what is currently working.

## 15 Risk & Mitigation

15.1 There are no direct risks arising from this report, all risks from the individual projects/activities will be managed through individual projects and by the relevant Directorates

## 16 Background Papers

16.1 No background papers are included with this report.

## 17 Appendices

17.1 Appendix 1 – Corporate Performance Measures Dashboard, Quarter 3 and 4 2021-22

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